

PERSONNEL DEVELOPMENT PROGRAM

The management and development of personnel is of primary importance in any organization because only through the efforts of the employees are the objectives, missions, projects and work of an organization accomplished. The principal monitoring mechanism of development in the Agency's personnel management system is the Personnel Development Program (PDP). The initial phase of PDP, executive identification and development, was introduced in the Agency in 1973, both as one aspect of the new approaches to personnel management and in response to the Federal Government program for the development of executive and managerial personnel.

Part I of the PDP provides for succession planning and executive development of certain employees who evidence the talent, potential and interest for managerial and executive assignment. The Program is developed on a Career Service basis, prepared for a three year cycle and serves to identify fully qualified managers/executive employees and employees in grades GS-13 through GS-15 whose performance has indicated the potential for managerial/executive development. Individual programs consisting of training courses and assignments are designed for each individual on this Executive Development Roster to provide experiences which will contribute to the development of the perceived potential. The individuals named are under continuous review to determine if the original judgments were correct, if the individual's objectives remain in the managerial/executive area, and all things being equal, if the planned developmental exercises remain valid and are being implemented. The PDP is reported as a statistical summarization of requirements and personnel resources. As a part of senior management's review of the plans incorporated in the Program the name lists and vacancy lists are individually reviewed with the Heads of the Career Service. The FY 78 PDP is now on its way for review by the DDCL.

Part II of the Personnel Development Program presents patterns of career development in the professional or technical disciplines of the Agency. They are presented as Developmental Profiles which reflect the training and assignment plans for functionally related or homogeneous groups of officers beginning with at least grade GS-09. The Profile is designed to present to employees a picture of the progression, in terms of assignments and grades, they can expect in the specific area of career interest, the upper grade limit of the discipline or profession (including supergrades), and career opportunities which branch off from the basic track. These profiles are developed by each Career Service or Career Service Sub-group and are published either independently or as part of the Services Personnel Handbook. Employees are urged to take full advantage of these Developmental Profiles when discussing their career interests with their supervisors, counselors or career development officers. The Developmental Profiles of all the Career Services are available for review in the Office of Personnel/Staff Personnel Division, 806 Ames Building.

The Personnel Development Program provides the basic structure for the career development program of the Agency for the substantive/specialist and the managers/executive employees. While the wherewithal for the implementation of the various aspects of the Program is the responsibility of management, the employee has a critical responsibility for the success of the Program. Career planning is a primary responsibility of the individual employee, achieved by identifying one's own career interests and goals, determining compatability with the goals and priorities of the Agency, making efforts to improve performance, and to expand experiences.

As Director of Central Intelligence I strongly endorse the objectives of the PDP and urge employees to utilize the tools provided for career development by this Program.